

Definitions of Standards Used on Performance Evaluation Form

The following definitions of standards are to be used as a guideline and are not intended to be all-inclusive or all encompassing. Instead, these standards should be used as a basis for establishing and/or benchmarking employee performance.

Performance Factor	Unsatisfactory	Needs Improvement	Fully Meets	Exceeds
Adherence to Policies:	Failure to follow established practices has caused significant problems.	Occasionally has problems following standard operating procedures and policies.	Follows established procedures, including written and oral communication, standard operating procedures.	Meets standards and assists supervisor in identifying where procedures need updating or where there is potential problem. Shows initiative and judgment.
Attendance: (NOT to include or reflect any Family Medical Leave)	Often absent without valid excuse. Does not remain in assigned area. Frequently abuses breaks.	Occasionally lax in attendance and/or in reporting on time.	Consistently punctual. Remains in assigned work area. Does not normally abuse breaks. Absences are generally planned; shows consideration of needs of work unit.	Consistently on time and frequently early arrival. Breaks are always appropriate. Always available when needed, including overtime when necessary. Volunteers to work overtime when needed. Few, if any, absences.
Coaching:	Does not support other employees' development.	Does not provide ongoing feedback.	Gives employees opportunities for training. Assists and encourages other employees to develop knowledge and skills.	Also seeks opportunities for employee growth. Encourages 2-way communication.
Communication:	Often struggles with verbal and/or written communications. Fails to keep others informed. Does not listen.	Occasionally keeps others informed. Verbal and/or oral communications are weak. Listening skills need improvement.	Effective verbal and written communications. Listens well and clarifies questions. Keeps appropriate persons informed.	Speaks, writes and presents effectively and skillfully. Extremely clear and concise in statements and instructions. Keeps others informed and seeks to develop full understanding.

Customer Service:	Frequently gets angry with customers and has difficulty handling routine situations in a tactful and timely manner. Supervisor has received legitimate complaints regarding how employee relates to customers.	Occasionally lacks courtesy, tact and/or timeliness when dealing with internal and external customers. Does not always consider the importance of being helpful and responsive to customer needs.	Responsive and helpful to customers requiring service/assistance; exhibits courtesy, tact and timeliness. Attempts to assist customers before referring elsewhere. Appreciates the need to serve citizens. Effectively and positively communicates county, organizational and unit priorities, goals and concerns to internal and external customers.	Demonstrates a commitment to meeting and exceeding customer needs. Fully meets standards and, in addition, looks for ways to improve services to customers; handles difficult situations calmly. Is familiar with related jobs and assists customers when other employees are not available.
Initiative:	Slow to begin work assignments. Frequently needs prompting.	Occasionally must be prompted.	Diligent. Does not wait for or need direction, taking necessary or appropriate action without prompting or reminding. Seeks clarification and additional information to broaden knowledge.	Independently sets goals and meets them. Actively seeks solutions to problems before being asked. Initiates learning to broaden skills and knowledge.
Job Knowledge, Skills and Abilities:	Has not demonstrated ability to perform basic functions of the position. Has not taken advantage of available training.	Exhibits below average knowledge of necessary job functions. Occasionally has difficulty in completing assigned tasks. Further training is needed.	Demonstrates continued familiarity with goals, policies, procedures, equipment and materials necessary to fulfill essential functions of the job. Demonstrates the skills and ability to fulfill the functions. Can perform with only occasional supervision.	Demonstrates knowledge of and fulfills all aspects of position and is able to lead, train or educate others above and beyond the expectations of the position.

Judgment:	Does not see both or all sides of a situation. Does not understand or consider consequences.	Makes assumptions without considering long-term effects.	Exhibits evidence of having considered pros and cons and having weighed alternative actions, taking into account organizational needs before making a decision. Judgments generally result in positive outcomes.	Evidence of having also considered, with clear understanding, long and short term impact. Exceeds expected rate of positive outcome. Understands the consequences of work and actions.
Leadership:	Does not seek information. Engages in behavior/actions that are damaging to trust and loyalty within or outside work group.	Does not build relationships within or outside work group.	Effectively communicates and actively builds relationships within and outside work group. Demonstrates use of interpersonal styles, skills and methods to guide individuals or group to accomplish a task.	Displays extraordinary effort and ability to communicate and to develop trust within and outside work group, gaining others' understanding and commitment to a project or task.
Quality of Work:	Work contains unacceptable number of errors. Does not utilize time and/or materials effectively. Timeliness is frequently a problem.	Work occasionally contains errors. Occasional problems with time, materials and completing tasks on schedule.	Work is usually thorough and accurate. Effective in utilizing time and materials to complete tasks on schedule.	Work is dependable. Always uses time wisely. Meets deadlines or is early.
Productivity:	Does not meet productivity standards/expectations for work unit.	Does just enough to get by. Sometimes does not meet productivity standards/expectations.	Volume of work produced is satisfactory. Consistently meets productivity standards/expectations.	Very industrious. Consistently meets productivity standards/expectations, and frequently does more than expected.
Safety:	Does not participate in safety programs. Does not consistently use equipment or comply with policies.	Has had at least one incident of safety violation, either in policy or equipment use.	Attends training. Uses equipment as assigned. Complies with agency and department safety policies and practices.	Identifies needs and safety problems. Encourages others to participate.

Working Relationships:	Has difficulty with interpersonal relationships with both coworkers and clients. Competes with others. Sees as “win/lose” situations. Demonstrates behaviors that negatively influence group morale. Frequently discourteous within and/or outside department. Little effort to assist others.	Occasionally has problems with interpersonal relationships. Sometimes has contributed negativity to the team. Sometimes expresses disagreement without tact. Occasionally complains and is negative. Cooperates only when prompted and/or without enthusiasm. Occasionally discourteous either within or outside group.	Maintains effective and cooperative relationships with coworkers (including supervisor) and clients. Active participation in team effectiveness. Consistently courteous and considerate. Assists others without prompting. Works with others tactfully and treats others with respect and understanding. Exhibits tolerance of differences. Any complaints are appropriate and communicated with supervisor tactfully.	A consistent and actively positive factor in group morale. Shows great flexibility and works well with all groups and people. Frequently offers suggestions and encourages others. Listens to and considers viewpoints of others. Offers friendly and positive support of department and county. Outstanding courtesy. Suggests unique and/or creative means of interdepartmental or interagency cooperation.
-------------------------------	--	---	--	---